



Improving Force Management

17 December 2010



Readiness at Best Value

Improving Force Management

- **What:** Adapt the Army to more efficiently and effectively generate trained and ready forces – “Readiness at Best Value” as opposed to “Readiness at Any Cost.”
 - *Codify the realignment of functions and processes in DAGO 2002-03, AR 10-87, and AR 1-1 (NLT 31 Mar 11).*
- **Why:** To continue to meet the demands of current operations and more efficiently and effectively address future challenges to national security.
 - *Inefficiencies resulting from rapid expansion in structure and funding (e.g., both base and OCO).*
 - *Outdated business processes, management systems, and supporting technologies.*
 - *Trillion dollar deficits and a national debt exceeding \$13 trillion.*
- **How:** Better align the Force Development process that generates future requirements, validates/prioritizes these requirements, and allocates resources for the Future/POM Forces.
 - *Apply resource constraints and cost-benefit analysis early in/throughout the process.*
 - *Enhance collaboration and accountability.*
 - *Address the Total Army (i.e., Operating Force, Generating Force and TTHS; AC and RC).*
 - *Achieve the appropriate balance between current demands and future requirements.*
 - *Leverage portfolio management concepts and Core Enterprise capabilities.*

An Adaptive Generating Force that Successfully Prioritizes, Balances and Integrates
Army Activities and Resources in the Present and Postures for Success in the Future

Army Campaign Plan Overarching Requirement

Requirements = “Needs that we can afford”



Force Management

Working Definitions

Force Management: Process that generates future requirements and ensures the Army is properly organized, manned, equipped, trained, and sustained to provide trained and ready forces to COCOMs now and in the future.

- **Force Development:** Process that generates requirements for the Future/POM Force; validates/prioritizes these requirements; and allocates resources to ensure the Future/POM Force is properly organized, manned, equipped, trained, and sustained.
 - Requirements Generation: Determination, validation, and prioritization of Army.
Key Processes: Planning (Force Development, POM Build) / Key Output: Affordable ARSTRUC, POM Req'ts
 - Resource Allocation: Prioritization/allocation of resources across programs.
Key Process: Programming & Budgeting / Key Output: POM/BES
- **Force Integration:** Process to integrate, synchronize and apply the resources required to support ARFORGEN and ensure the Current Force is properly organized, manned, equipped, trained, and sustained.
 - Resource Application: Integration, synchronization, and application of resources.
Key Process: Execution (ARFORGEN, Man, Equip, Train, Sustain) / Key Output: Trained and Ready Forces for COCOMs

Force Management = Force Development + Force Integration



Force Development

Macro/Micro Req'ts Generation and Resource Allocation

Force Development: Process that generates requirements for the Future/POM Force; validates/prioritizes these requirements; and allocates resources to ensure the Future/POM Force is properly organized, manned, equipped, trained, and sustained to provide trained and ready forces to COCOMs now and in the future.

- **Macro Requirements Generation:** Process that determines Army Operating Force, Generating Force, and TTHS requirements for the Future/POM Force.
 - Inputs: End Strength, TOA/Fiscal Guidance, BCTs/CABs, Target ARFORGEN Output, Target BOG:Dwell Ratio, Other Guidance (e.g., Priority Issues, PPBE Feedback).
 - Outputs: Operating/Generating Forces' Manning, Equipping, Training, and Sustaining Req'ts, TTHS Composition, ARFORGEN Output, BOG:Dwell Ratio.
 - Scope: Future Force, AC/RC Components, Operating/Generating Forces, TTHS, Military/Civilian Personnel.
- **Micro Requirements Generation:** Process that translates Army *macro* requirements into programs/programmatic requirements for the POM Force.
 - Inputs: *Macro* Req'ts, Fiscal Guidance, ARFORGEN Output, BOG:Dwell Ratio, Other Guidance (e.g., Priority Issues).
 - Outputs: Manning, Equipping, Training and Sustaining Programs/Programmatic Req'ts (e.g., by MDEP/APE).
 - Scope: POM Force, Title 10 Functions, AC/RC Components, Operating/Generating Forces, TTHS, Military/Civilian Personnel, Other Priority Programs.
- **Resource Allocation:** Process that prioritizes/allocates resources across programs for the POM Force.
 - Inputs: *Micro* Req'ts, Fiscal Guidance, ARFORGEN Output, BOG:Dwell Ratio, Other Guidance (e.g., Priority Issues).
 - Outputs: POM/BES, Funding Letters.
 - Scope: Current Force, Title 10 Functions, AC/RC Components, Operating/Generating Forces, TTHS, Military/Civilian Personnel, Other Priority Programs.

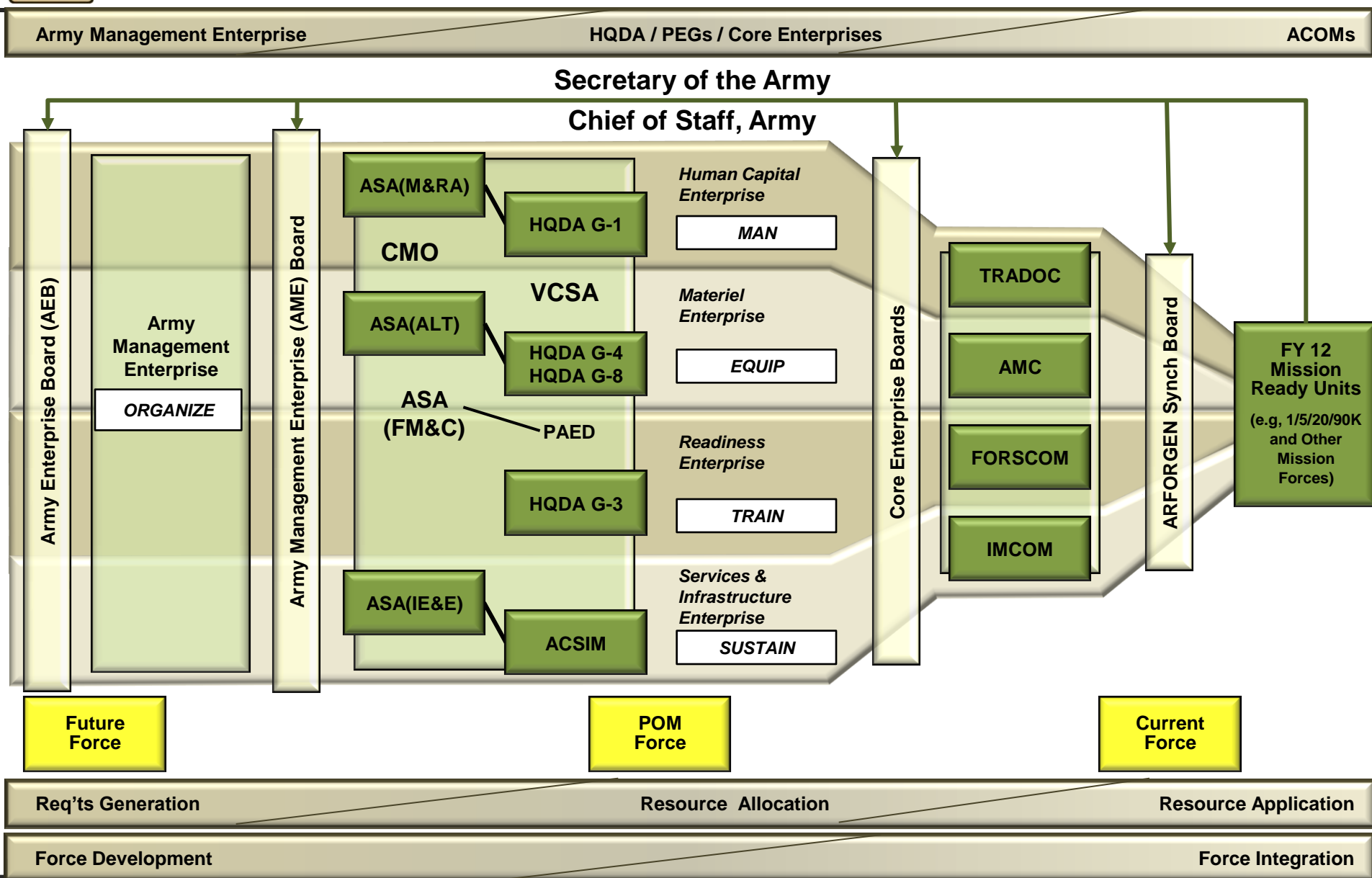
Requirements: "Needs that we can afford."

Force Development = Requirements Generation + Resource Allocation



Readiness at Best Value

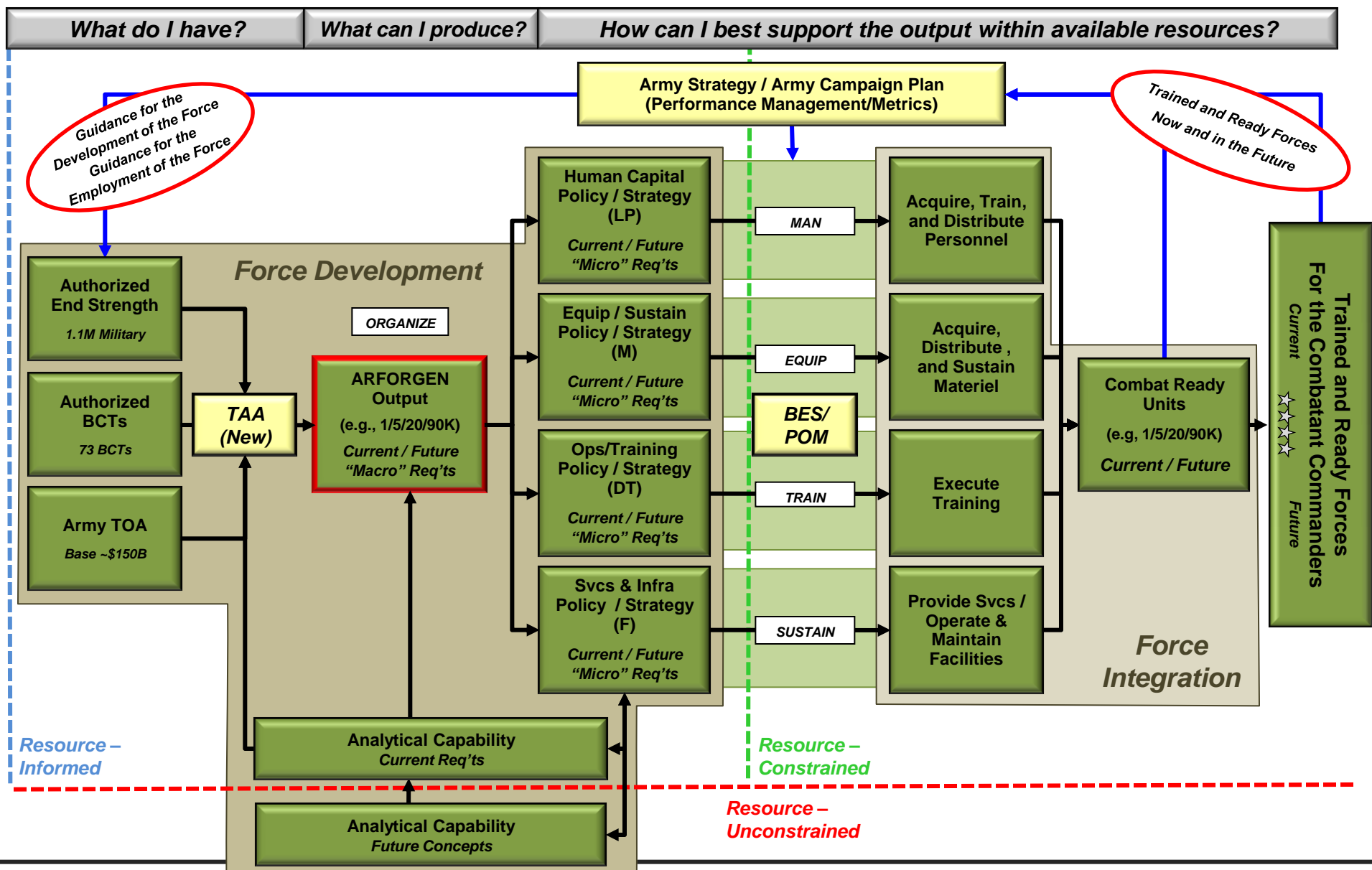
Army Management Model





Readiness at Best Value

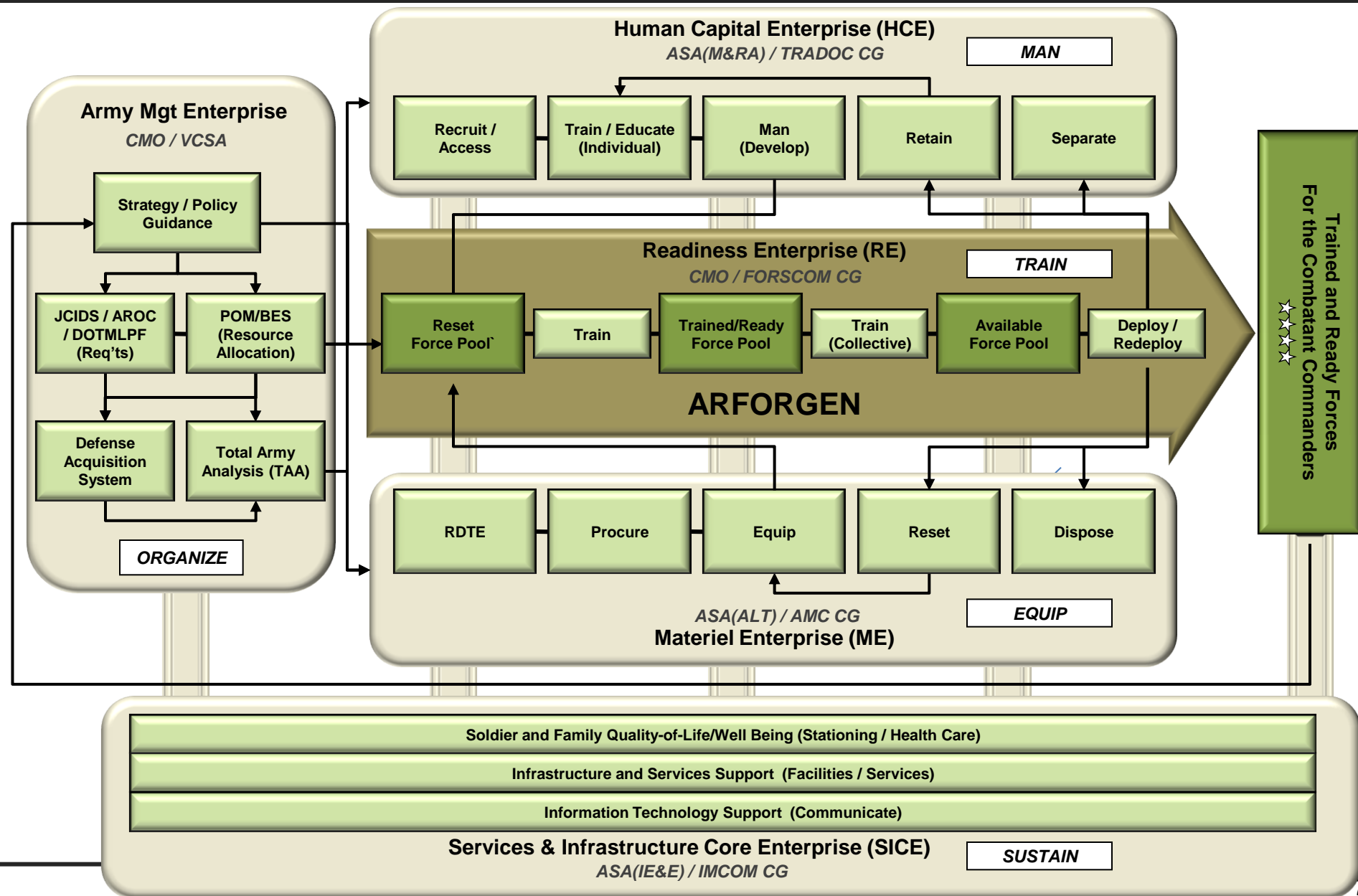
Army Management Model





Readiness at Best Value

Army Management Model Process View

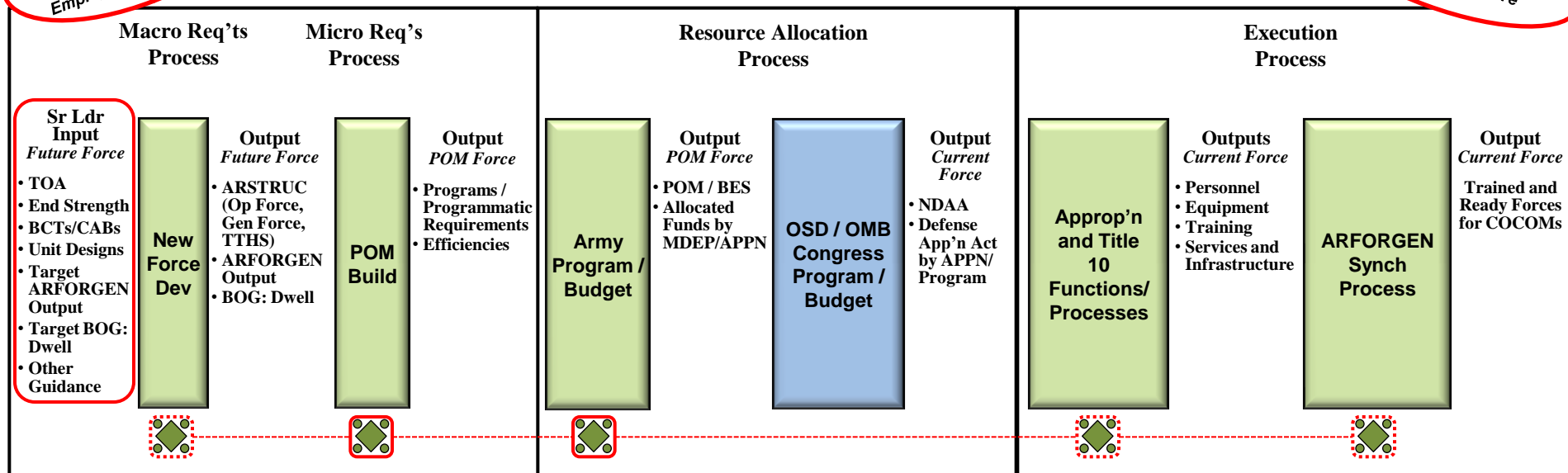




Notional Force Management Model

Guidance for the Development of the Force
Guidance for the Employment of the Force

Trained and Ready Forces
Now and in the Future



Portfolio Management

	Force Development				Force Integration	
What	Req'ts Generation		Resource Allocation		Resource Application	
How	New Force Development	POM / BES	OSD / OMB / Congress Budget Process		Appropriations / Core Processes	ARFORGEN
Who	Center for Force Develop	Army Mgt / Core Enterprises		OSD / OMB / Congress	Army Mgt / Core Enterprises	ACOMs / ASCCs
When	~ 6 Months	~ 4 Months	~ 4 Months	~ 12 – 14 Months	~ 0 – 2 Months	~ 12 – 36 Months



Force Development Process

Existing vs. Notional

Existing Force Development Process	Notional Force Development Process
Lack of resource constraints/CBA early in the process.*	Applies resource constraints/CBA early in the process.
Analytical capability doesn't adequately address the Total Army: <ul style="list-style-type: none">• Excludes Generating Force.• Excludes TTHS and DA Civilians.	Analytical capability adequately addresses the Total Army: <ul style="list-style-type: none">• Includes Generating Force.• Includes TTHS and DA Civilians.
Demand-Based: Focus on quantity/types of units. <ul style="list-style-type: none">• Does not fully reflect ARFORGEN Model (e.g., Aim Points).	Supply-Based: Focus on outcomes and force mix/composition. <ul style="list-style-type: none">• Fully reflects ARFORGEN Model (e.g., Aim Points).
Current Demands Dominate Future Requirements.	Balance Current Demands with Future Requirements.
Doesn't leverage portfolio managements principles.	Leverages portfolio management principles
Lacks performance measure/outcome feedback loop: <ul style="list-style-type: none">• Does not adequately inform req'ts/resource allocation.• Fails to assess the risk to business processes.*	Applies performance measure/outcome feedback loop: <ul style="list-style-type: none">• Informs req'ts/resource allocation.• Mitigates risk to business processes.
Complex/poorly documented process: <ul style="list-style-type: none">• Does not permit process improvement efforts.	Simplified /well-documented process: <ul style="list-style-type: none">• Facilitates process improvement efforts.
Lengthy/resource intensive process: <ul style="list-style-type: none">• ~ 10 – 18 months; >3,700 personnel;• Not synched to PPBE process.*	Shorter/less resource intensive process: <ul style="list-style-type: none">• ~ 4 – 6 months; target 15% efficiencies in personnel;• Synched to PPBE process.
Doesn't align to/leverage Core Enterprises (e.g., req'ts to resource allocation to resource application).*	Aligns to/leverages Core Enterprises (e.g., req'ts to resource allocation to resource application).



Improving Force Management *Across the Army*

- **What:** Force Management = Force Development + Force Integration

where Force Management = Requirements Generation + Resource Allocation + Resource Application

Force Development = Requirements Generation + Resource Allocation

→ CSA/USA Tiger Team
HQDA Modernization Strategy

Force Integration = Resource Application (Execution)

→ SecArmy GF Overhead Task Force
ARFORGEN Policy Decisions

- **How:** Focus on Improving Force Development

- Macro Requirements Generation (e.g., TAA): Develop a more efficient, effective, and resource-informed *macro* requirements generation process/organizational structure.
- Micro Requirements Generation (e.g., POM Build): Better leverage portfolio management principles.
- Resource Allocation: Better leverage portfolio management principles; potentially realign the PEG structure.

- **Way Ahead:**

- SecArmy supports/directs the refinement of COAs for decision/implementation.
- Army achieve consensus on management portfolios.
- SecArmy supports/directs the refinement of portfolio mgt concepts for decision/implementation.
- Army codifies decisions in DAGO 2002-03, AR 10-87, and AR 1-1.

Force Management is the process that generates future requirements and ensures the Army is properly *organized, manned, equipped, trained, and sustained to provide trained and ready forces to COCOMs now and in the future.*